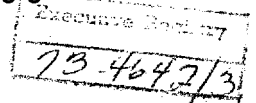


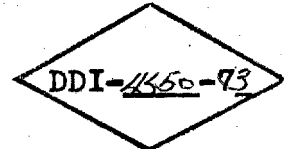
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PPB 15-1255

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28 SEP 1973



**MEMORANDUM FOR: Director of Central Intelligence**

**SUBJECT: Management Objectives**

1. The set of Management Objectives for FY 1974 that you proposed in your memorandum of 19 September has generated a variety of comments and concerns. The concerns fall into two broad categories: 1) those that focus on the lack of a structure within which the several sets of objectives (Community and Agency) in being and in process would fit or, alternatively, the lack of a clear understanding of the relationships among the objectives in the several sets; and 2) those that focus on the quality of the specific objectives.

2. I suggest that the IC Staff and O/PPB jointly develop a structure for the several sets of objectives, or, as a minimum, prepare a statement which would explain the relationships among the objectives. A structure would not only resolve existing uncertainties about relationships but would provide a framework for the future development of objectives.

3. I recommend several modifications to the proposed objectives:

a. that, as appropriate, we add some indication of when, during the fiscal year, the objectives are to be met;

b. that we make A-3, C-4, and C-7 more specific -- for example, A-3 might be "Review compartmentation systems and procedures, identify problems, and recommend improvements";

c. that we reword A-4 to make it an objective (rather than the functional statement it now is) and to reflect that the authority to adjust expenditures rests with the heads of agencies -- perhaps

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along these lines, "Develop and implement systems to monitor expenditures and to identify periodically to IRAC principals the adjustments which are to be recommended to, or worked out with, program managers";

d. that B-1 be rephrased to eliminate any implication that the ASD/I has authority unilaterally to eliminate or modify national intelligence programs;

e. that in B-3 "... broader selection of accessible files ..." (line 3 on page 2) be changed to "... better selection of accessible files ..." to reflect the importance of quality; and

f. that C-3 be relocated under A as it is more properly an action item for IRAC.

4. Finally, the DDS&T strongly objects to assigning action for A-2 to the R&D Council. Mr. Duckett urges that the IC Staff have the action instead. This matter probably warrants additional consideration, in part because A-2 as stated in these Management Objectives is drawn from the objectives you sent to the President earlier this month.

/s/ Vernon A. Walters

Vernon A. Walters  
Lieutenant General, USA  
CIA Member  
Intelligence Resources Advisory Committee

OPP/PS:  (27 Sep 73)

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